

# Shaping the Future Leadership for IT Executives

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# Agenda

- What is Leadership?
- That “Vision” thing
- “It’s the business stupid!”
- Communication
- Relationship Management
- Developing Human Capital
- Leading the Process of Change
- Partnering for Success
- Qualities of Great Leaders
- Sustainability



# What is Leadership?

- Leadership vs. Management
  - Leadership answers two questions
    - Where are we going?
    - Why are we going there?
  - Management answers a different question
    - How are we getting there?
  - Leaders help people understand where and why and empower them to figure out how



# The “Vision” Thing

- A vision must be inspiring
- Vision must be directly tied to what makes people “tick” as human beings
- People need to understand the linkage between their efforts and the vision
- People need to feel a part of creating and owning the vision



# “It’s the business stupid!”

- The purpose of IT
- The foolishness of alignment
- Three questions:
  - What outcomes are we striving for?
  - How do my efforts help us achieve them?
  - If our objectives don’t support these key outcomes, why are we doing them?
- Fiscal management
- Engaging the board



# Communication

- If you think you have communicated enough, communicate some more!
- The importance of listening
- Who do I communicate with?
- How do I communicate with them?
- Different people learn different ways
- The need for marketing
- Communicating tough messages
- Focus on the issue, not the person
- Honesty & Transparency



# Relationship Management

- Focus on helping others succeed
- Be a team builder
- Building credibility
  - Say what you mean & mean what you say!
- What's in it for them?
- Make sure the team wins
- Leaders serve
- Feelings vs. Reality
- When you're a leader, it's never about you!



# Developing Human Capital

- The only real competitive advantage you have is the talents/passion of your people
- Developing leaders is your top priority
- Leading “persons”
- People don’t leave because they’ve had the opportunity to grow and develop, they leave because they haven’t!
- Each person has unique gifts – leverage and focus on their strengths not their weaknesses!
- Work with what you have – Lakers vs. Knicks
- Recognize your people’s efforts & successes



# Leading the Process of Change

- Key ingredients:
  - Involve people in the process
  - Sell the need for change
  - Ensure their buy in
  - Get the right people on the train and the wrong people off the train!
  - Break the plan to achieve the vision into bit size actionable chunks
  - Track progress
  - Celebrate and communicate progress
  - Never stop evolving - Change is the new business as usual!



# Partnering for success

- Developing a partnership with your team
  - Develop a culture of empowerment
  - Create a team oriented environment
- Shared accountability
- Expanding your team to include partners
- Creating win-win partnerships
- Client/vendor approach doesn't work!



# Qualities of Great Leaders

- Authenticity – be yourself...but your best self!
  - Tony Dungy vs. Bill Cowher
- Humility – leadership is a responsibility not a privilege!
- Leaders serve
- Great leaders are great communicators
- You must be able to inspire people
- Leaders have a strong bias towards action
- Leaders understand that “we” are smarter than “me”



- Leaders build a sense of community
- Leaders develop relationships with individuals
- Leaders are receptive to honest feedback
- Leaders empower the people around them
- Leaders give their people the credit for success and take responsibility for failure
- Leaders care about their people
- Leadership = Influence
- Most importantly leaders have integrity
  - What you do speaks so loud I can't hear what you say!



# Sustainability

- Individual leadership can create short term progress
- Long term success requires a culture of leadership
- A leader's job is not only creating success but more importantly developing leaders throughout the organization who can ensure long term viability



# Questions & Thoughts



Want to learn more?

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